

# STRATEGY AND SKILLS AMBITION 2023 - 2030



**HRUC**  
HARROW, RICHMOND & UXBRIDGE COLLEGES

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# EXECUTIVE SUMMARY



## Policy drivers

Employer skills needs and employment data all direct colleges to provide greater volumes of graduates at Level 3 and above - HRUC's highest volume of graduates are at Level 3 and above. HRUC is also a lead college in national policy driven project work and curriculum reform (eg. T-Levels and the WLIoT).



## Demographic increases

Over the next four years all HRUC feeder boroughs are projected to see cumulative increase in 16-18 aged young people of between 24% and 11%.



## HRUC curriculum volumes are highest in London's priority employment sectors, specifically the London Mayor's and both the west and south London LSIP Priorities.

- HRUC delivers its highest proportion of curriculum in the sectors with the largest London job volumes (business & admin curriculum 12%, science 12%, health 9%, engineering 9%, creative 9%, ICT 8%, and construction 5%). HRUC's high-volume curriculum areas reflect the London Mayor's sector priorities.
- Science 16%, Business Studies 13%, Engineering 12%, Digital 8%, Construction 8%



## HRUC efficiency of delivery. Some areas use less teaching staff and rooming and some require additional resourcing proportionally. HRUC is now planning how to accommodate this growth until 2030.

The most efficient subjects with high volumes are maths, science and languages (includes GCSEs). The least efficient subjects are art & media, retail and ICT. Construction and engineering are resource expensive though compensate through a high-income per FTE ratio. An area of focus is the high proportion of agency staff and vacancies in construction and business. Both are required to grow in line with sector needs.

# ACTIONS

1. Significantly accelerate our increasing delivery volumes in business and admin, in retail including manufacturing and in health, science, and engineering curriculums.
2. This will require providing additional accommodation in these areas through a review of poor yield spaces and on investment to our new RuTC STEM centre, WLIoT growth and investment in the Uxbridge Campus. We will also deliver digital models to provide a high-quality blended delivery proportion.
3. Re-launch and enhance strategies to retain and reward current high performing staff, and to attract new talent. This will require proactive intervention and a more robust and better applied sector specific models, alongside a strengthened benefits of working at HRUC proposition.



# OUR COMMITMENT AND OUR PURPOSE

At Harrow, Richmond and Uxbridge Colleges (HRUC) we are very clear as to what we seek to do and why we seek to do it. This is clear in our vision, mission and our values and what we strive to be:

## OUR VISION



To be an outstanding college that inspires, transforms lives and creates futures.

## OUR MISSION



To deliver an exceptional learning experience that creates opportunities and success for all.

We stand for diversity, inclusion and excellence through everything we do, and provide outcomes that drive personal growth, wellbeing and economic opportunity.



## OUR VALUES



High expectations and respect: in all that we do



Community of leaders: trust, integrity and empowerment



Celebrate: diversity, inclusion, belonging and success



Innovation and sustainable: healthy people, planet, finances

## OUR STRATEGIC OBJECTIVES



Aspiring and Delivering the First Career



Economic Growth and Prosperity



Outstanding Learner Experience



Our People

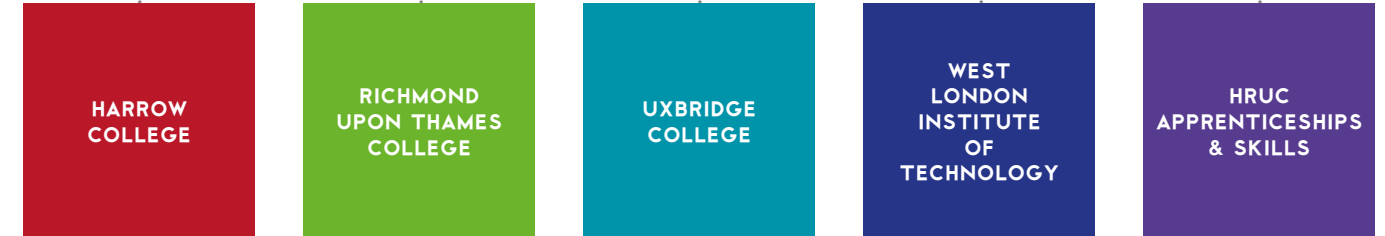


Our Infrastructure

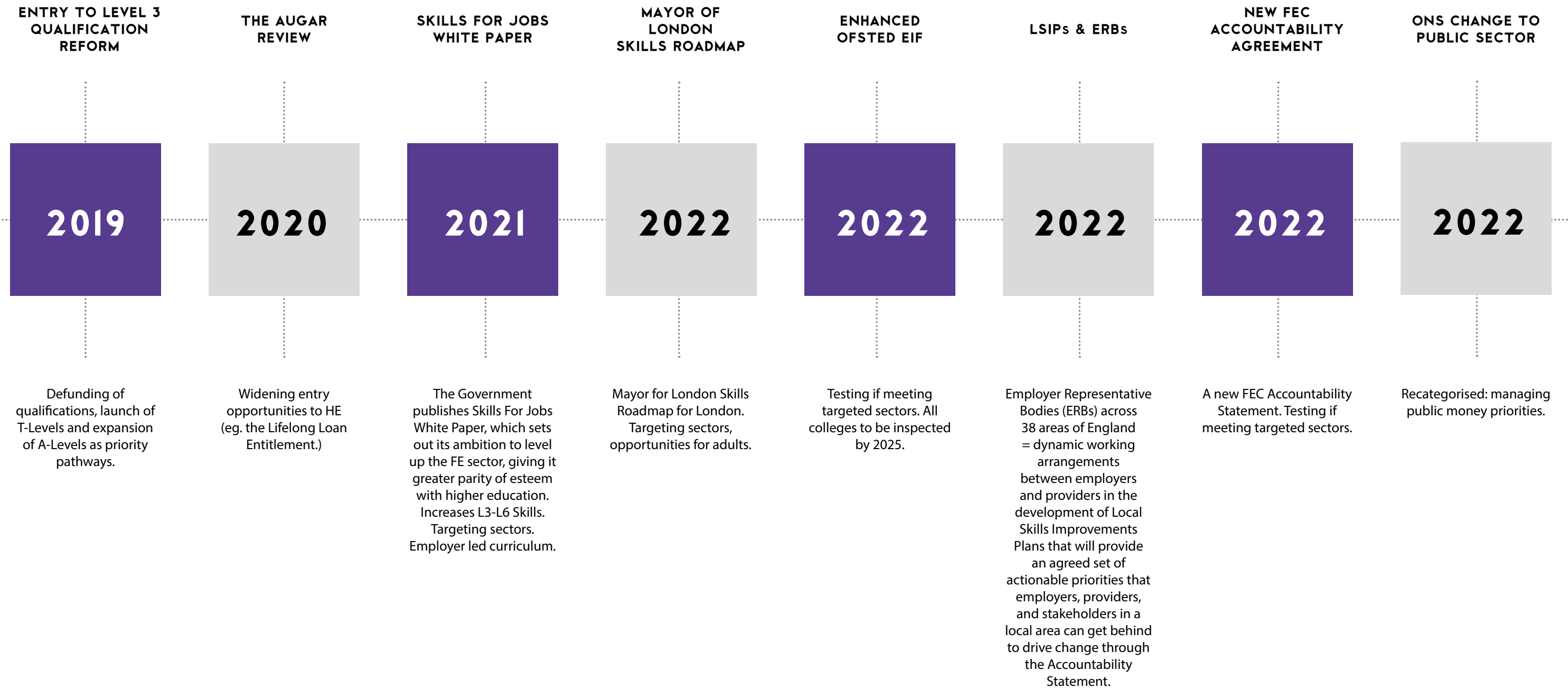


# OUR COLLEGE GROUP

Three Colleges, the West London Institute of Technology & the HRUC Apprenticeships & Skills



# POLICY DRIVERS





# PRIORITY SECTORS ACROSS WEST AND PAN-LONDON

See appendices for source data from Lightcast, the ONS, and the GLA.

## 1. The largest employment sectors across pan-London are:

- Professional, scientific and technical activities – 735,000 jobs (14%)
- Human health and social work activities - 582,000 jobs (11%)
- Administrative and support service activities - 511,750 jobs (10%)
- Information and communication – 439,000 jobs (8%)
- Financial and insurance activities – 421,000 jobs (8%)
- Education – 372,000 jobs (7%).

However, if we combine business + admin related roles we get the highest volume sector:

Administrative and support service activities	511,750	10%	15
Financial and insurance activities	421,250	8%	15
Public administration and defence; compulsory social security	256,250	5%	15
Real estate activities	134,250	3%	15
Activities of households as employers; undifferentiated goods and services	12,250	0%	15
<b>Total</b>	<b>1,335,750</b>	<b>25%</b>	

Similarly, if we combine engineering, manufacturing and transport related roles (that do not appear individually in the top seven sectors) - we get the 2nd highest.

Wholesale and motor repair	199,000	4%	4
Water supply; sewerage, waste management and remediation activities	17,750	0%	4
Transportation and storage	239,000	5%	4
Mining and quarrying	2,250	0%	4
Manufacturing	111,250	2%	4
Accommodation and food service activities	383,500	7%	4
<b>Total</b>	<b>952,750</b>	<b>18%</b>	

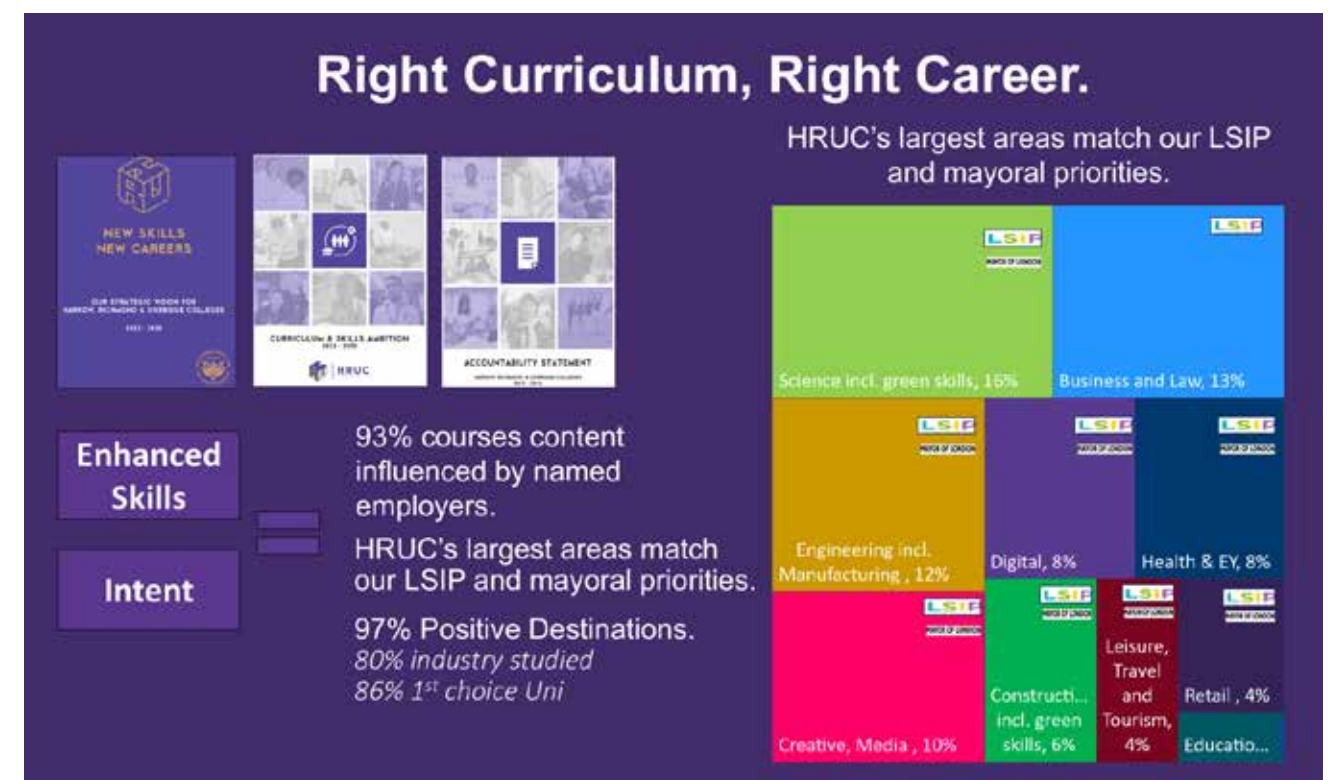
See appendices for source data from Lightcast, the ONS, and the GLA.

## 2. The largest provision areas across HRUC (other than SSA14) are:

- Science and maths 3,959 (16%)
- Business Studies 1,939 (13%)
- Engineering & Manufacturing 1,352 (12%)
- Retail & food services - 797,000 jobs (15%).
- Arts, media & publishing 1,299 (9%)
- Health, Public Services, Care 1,250 (9%)
- Information and communication 1,010 (8%)
- Digital (8%)
- Construction (8%)

## 3. The London's Mayor's Priority sectors are

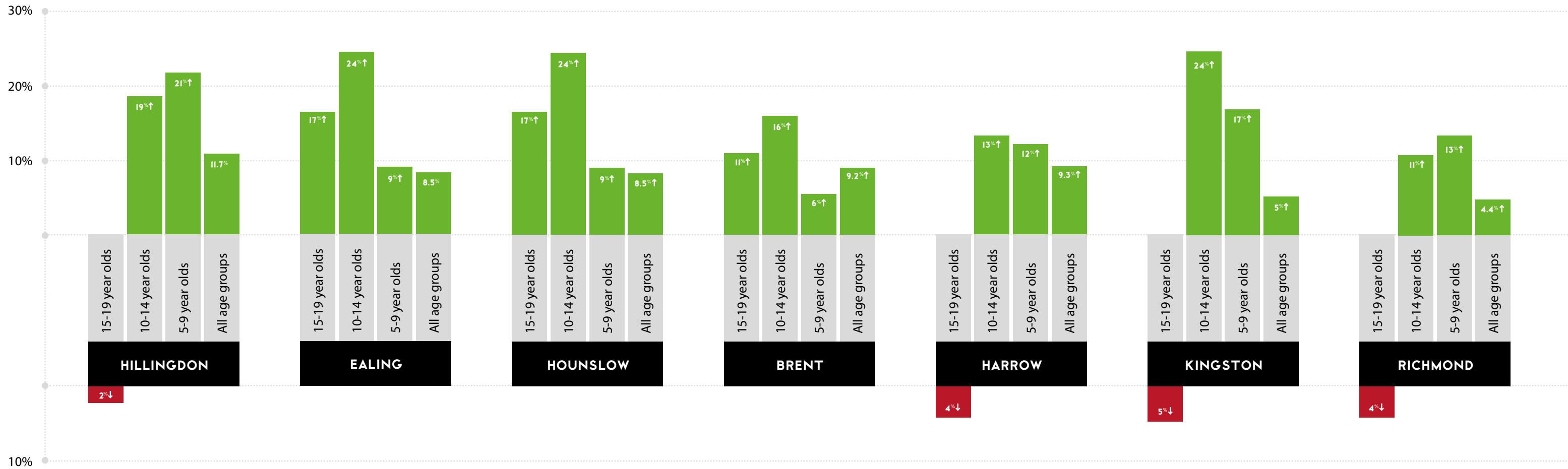
- Digital
- Health
- Green
- Creative
- Hospitality.



# DEMOGRAPHICS

ONS data 202: HRUC will see significant increases in 16-18 demographics across feeder boroughs from 2023/24.

When applied to the HRUC 16 -18 new intake student count 2021/22, we get the below projected demographic increase of 777 new learners at HCUC and 155 at RuTC.



Year: 2021/22	Number of Learners (rounded to nearest 10)							
Subject Area: All Subjects	Hillingdon	Harrow	Ealing	Brent	Slough	Watford	Outer Area	
Level: All Levels								
Uxbridge College - Uxbridge Campus	1260	310	760	290	200	10	310	
Uxbridge College - Hayes Campus	440	40	210	30	30	2	60	
Harrow College - Harrow on the Hill Campus	90	400	130	340	0	20	60	
Harrow College - Harrow Weald Campus	40	230	40	160	2	2	20	
	<b>Hillingdon inc 21%</b>	<b>Harrow inc 12%</b>	<b>Ealing inc 9%</b>	<b>Brent inc 16%</b>	<b>Slough inc 15%</b>	<b>Watford inc 4%</b>	<b>Outer Area</b>	<b>Projected increase</b>
Uxbridge College - Uxbridge Campus	265	37	68	46	30	2	-	449
Uxbridge College - Hayes Campus	92	5	19	5	5	0	-	126
Harrow College - Harrow on the Hill Campus	19	48	12	54	0	4	-	137
Harrow College - Harrow Weald Campus	8	28	4	26	0	0	-	66

- Hillingdon 10-14 aged increased by 19%, 5-9 by 21%
- Ealing 10-14 aged increased by 24%, 5-9 by 9%
- Hounslow 10-14 aged increased by 11%, 5-9 by 13%
- Harrow 10-14 aged increased by 13%, 5-9 by 12%
- Brent 10-14 aged increased by 16%, 5-9 by 6%
- Kingston 10-14 aged increased by 24%, 5-9 by 17%
- Richmond 10-14 aged increased by 11%, 5-9 by 13%



# LABOUR FORCE DRIVERS

Students gain employment at higher rates with a Level 3 or above qualification.

## Change in employment rate by selected groups

London, Jul-Sep 2019 to Jul-Sep 2021, percentage points

Percentage points



Source: ONS Labour Force Survey. Note: these estimates are not seasonally adjusted.





# HRUC DELIVERY

## HRUC Curriculum Ratios: Staffing and Rooming ratios

Excluding very low volume areas, the most efficient subjects are:

- Social Sciences: every 100 students require 1 teaching FTE and 1 room.
- Maths, Science and Languages: every 100 students require 1 teaching FTE and 1 room. Income per 100 student FTEs is at the high end.

## Subjects requiring additional resources

- Art & Media: every 100 students require 3 teaching FTEs and 2 rooms.
- Retail: every 100 students require 3 teaching FTEs and 2 rooms.
- Education: every 100 students require 2 teaching FTE and 1 room.
- ICT: every 100 students require 2 teaching FTEs and 2 rooms.



Some subjects are more resource expensive though compensate through a high income for every 100 students.

- Construction: every 100 students require 2 teaching FTEs & 1 Agency teaching FTE, and 2 rooms.
- Engineering: every 100 students require 2 teaching FTEs and 2 rooms.

Construction & Business have very high proportions of agency staff across HRUC (see graphs below) impacting negatively on quality and student recruitment/progression. This is the case with ICT and Engineering at the college level. Additionally, these areas have high vacancy levels which in practice significantly increase agency usage beyond the proportions noted here. There both of these are required to grow in line with sector needs.



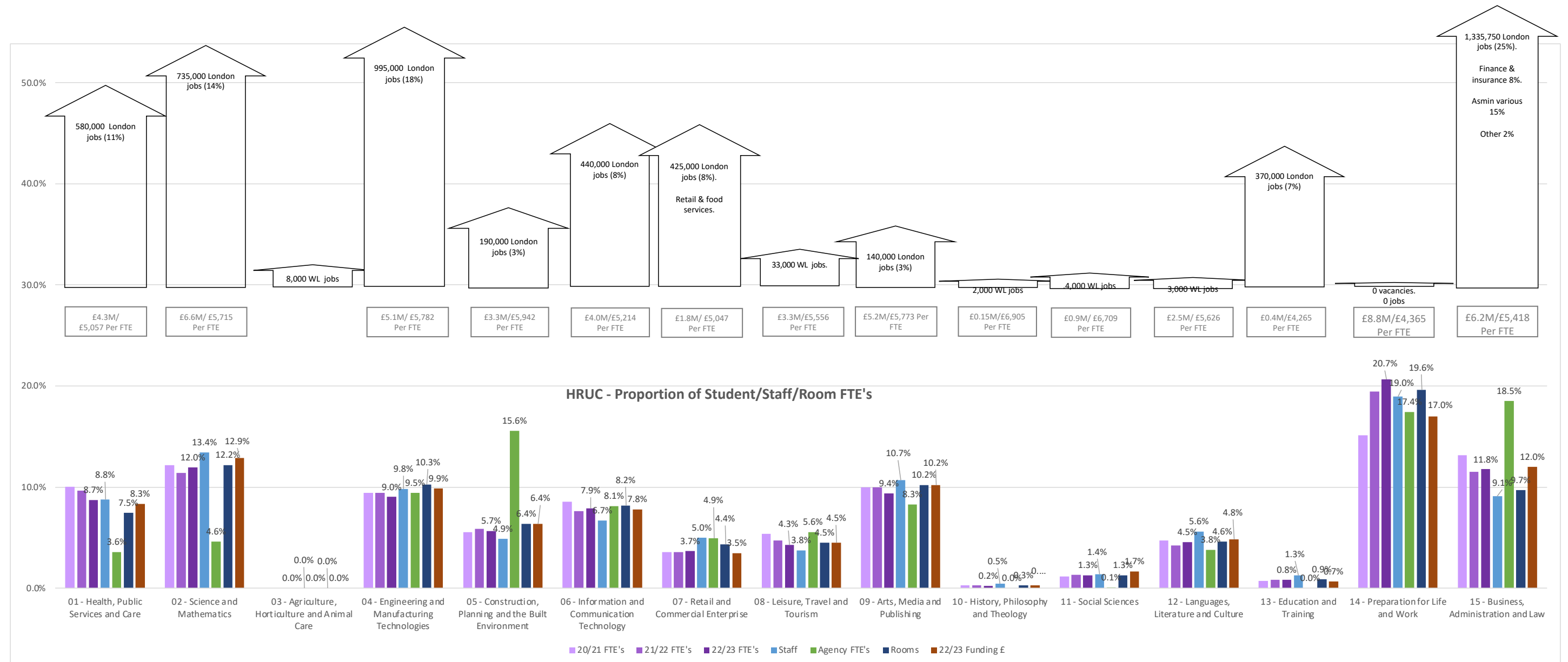
College Efficiency Ratios	AcademicYearID	01 - Health, Public Services and Care	02 - Science and Mathematics	03 - Agriculture, Horticulture and Animal Care	04 - Engineering and Manufacturing Technologies	05 - Construction, Planning and the Built Environment	06 - Information and Communication Technology	07 - Retail and Commercial Enterprise	08 - Leisure, Travel and Tourism	09 - Arts, Media and Publishing	10 - History, Philosophy and Theology	11 - Social Sciences	12 - Languages, Literature and Culture	13 - Education and Training	14 - Preparation for Life and Work	15 - Business, Administration and Law
HRUC Count	22/23 Enrolments	1250	3960	0	1352	784	1010	556	529	1299	81	475	2580	244	8050	1939
	Staff FTE's	30	45	0	33	17	23	17	13	36	2	5	19	4	64	31
	Agency FTE's	1	2	0	4	6	3	2	2	3	0	0	1	0	7	7
	Room FTE's	15	25	0	21	13	17	9	9	21	1	3	9	2	40	20

HRUC Ratios	22/23 Enrolments	100	108	0	100	100	100	100	100	100	100	100	100	100	100	100
	Staff FTE's	2	1	0	2	2	2	3	2	3	2	1	1	2	1	2
	Agency FTE's	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	Room FTE's	1	1	0	2	2	2	2	2	2	1	1	0	1	0	1

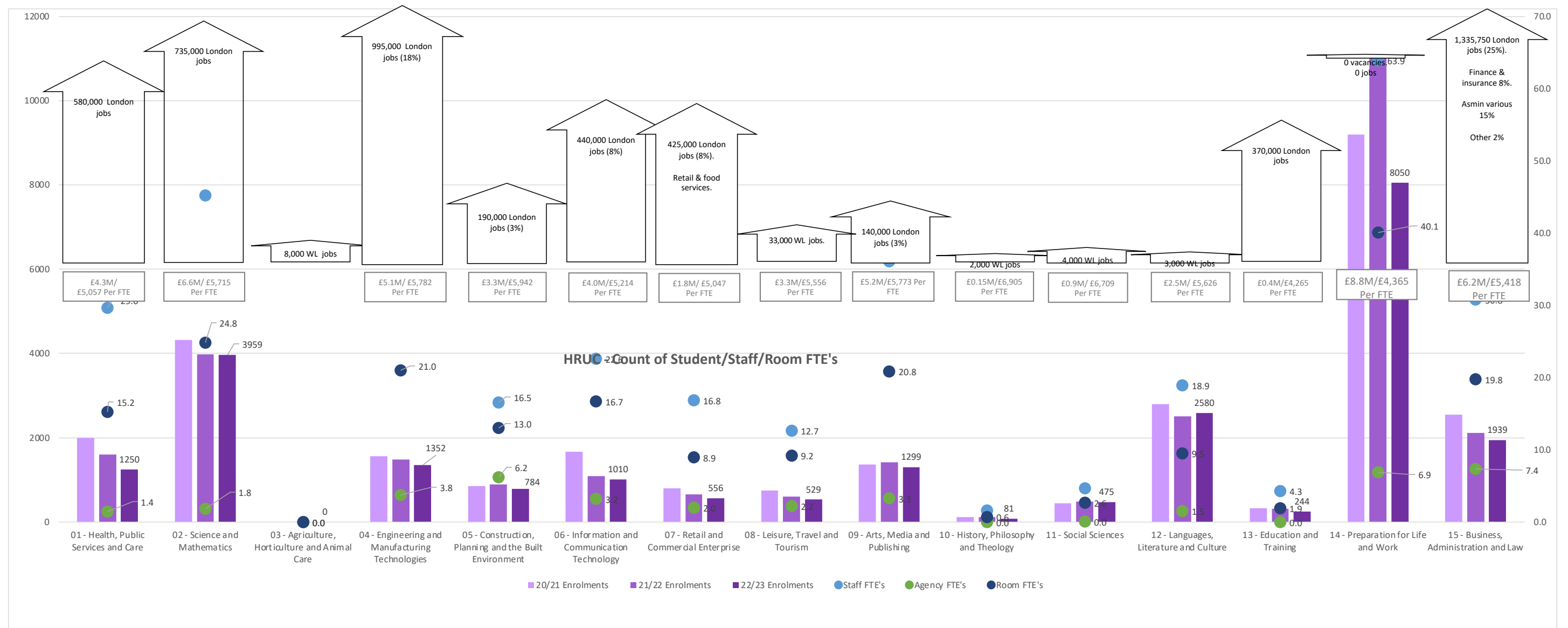


# APPENDICES

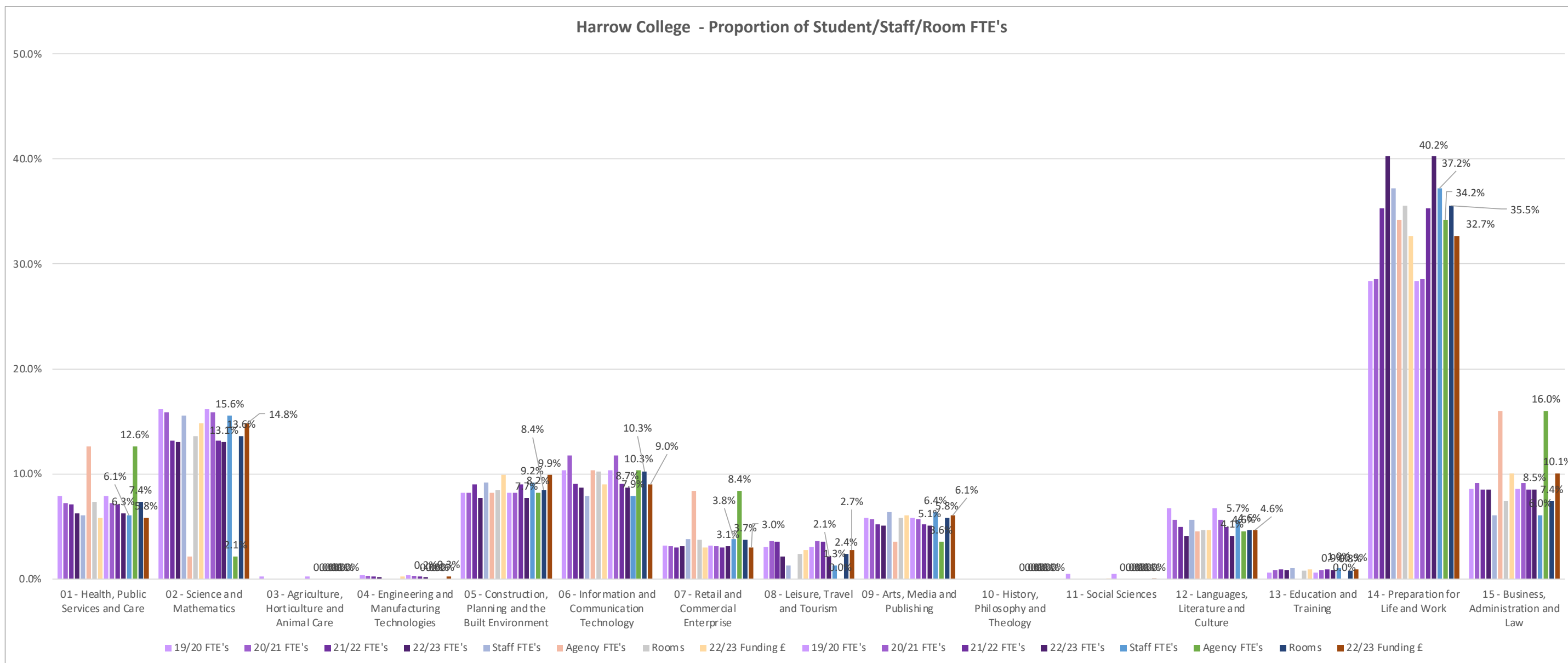
HRUC performance – London economic drivers vs curriculum, staff and accommodation levels



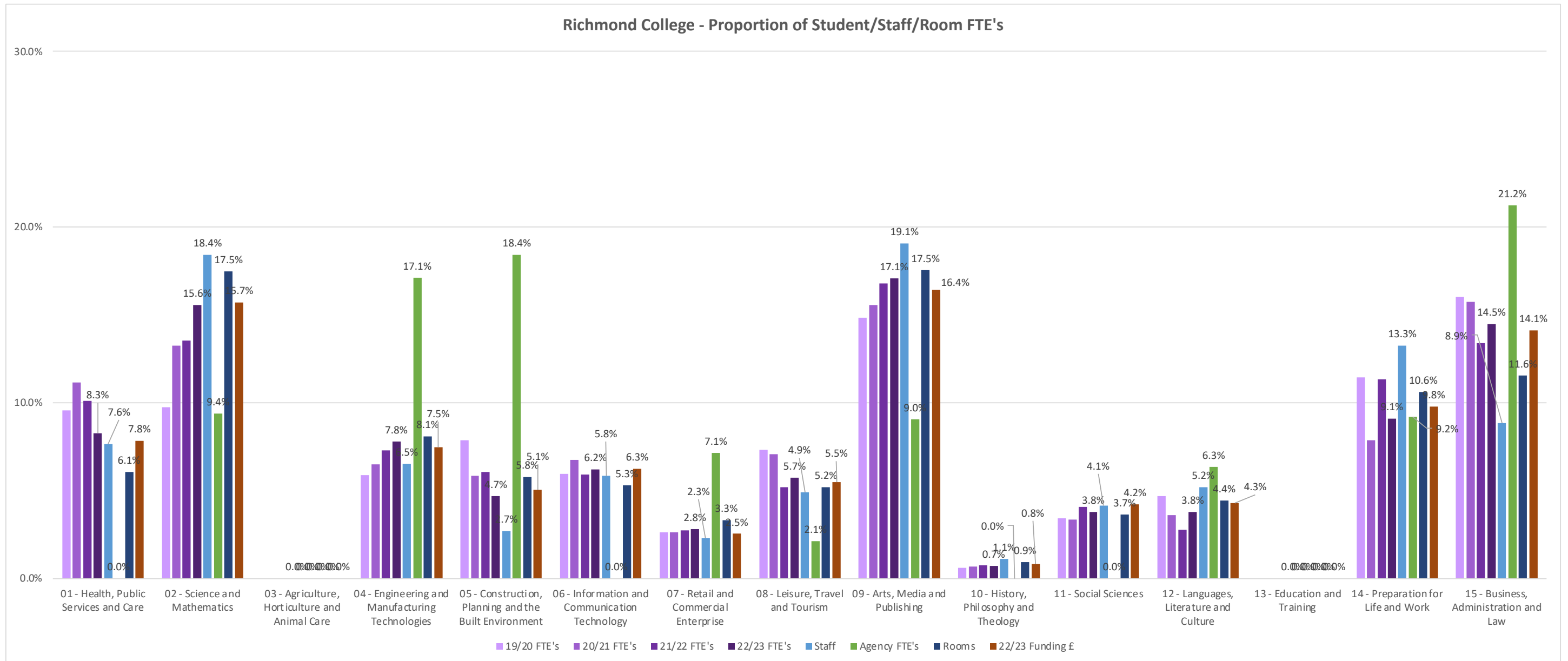




Harrow College - Proportion of Student/Staff/Room FTE's

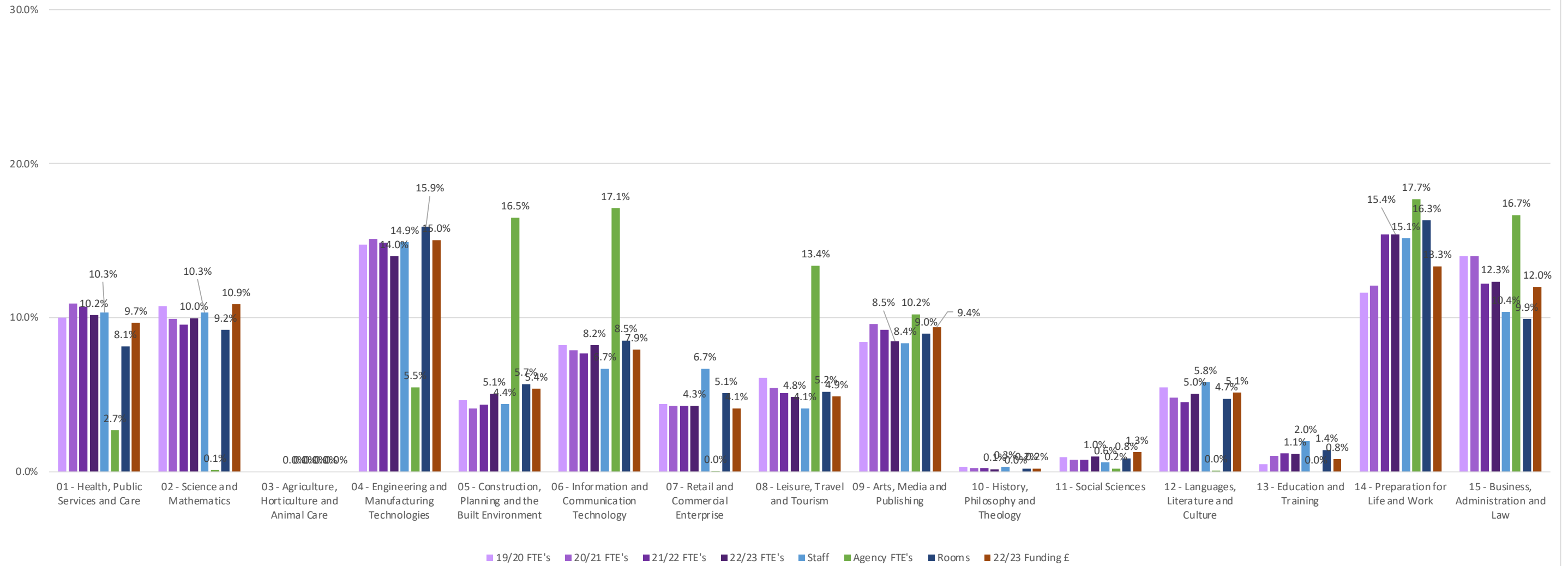


Richmond College - Proportion of Student/Staff/Room FTE's



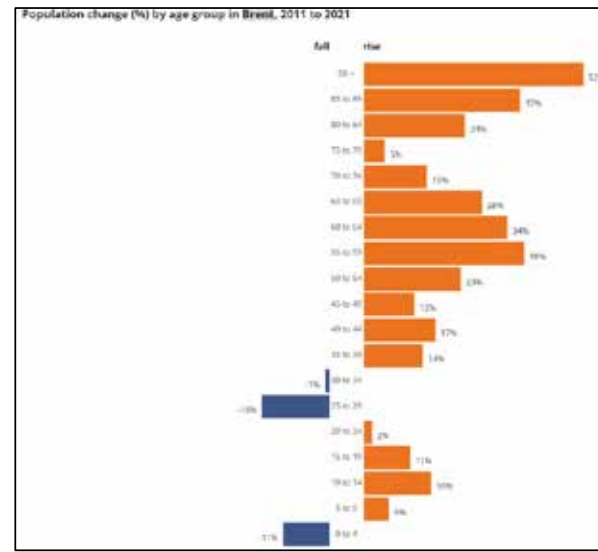
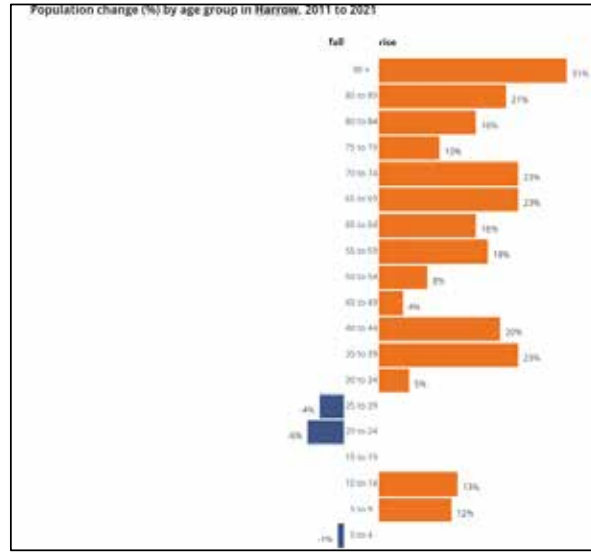


Uxbridge College - Proportion of Student/Staff/Room FTE's



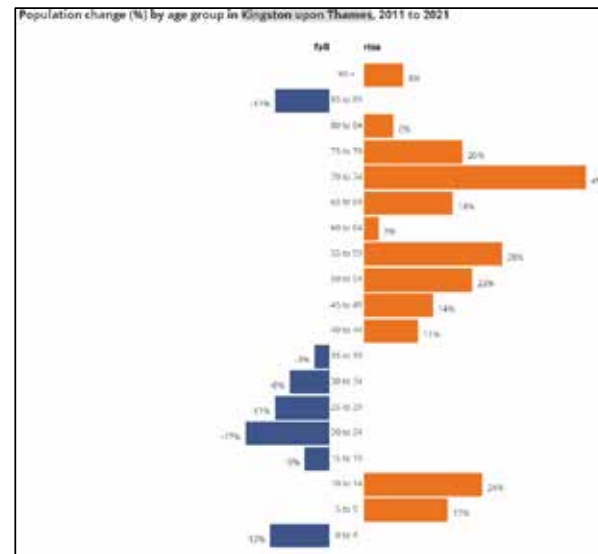
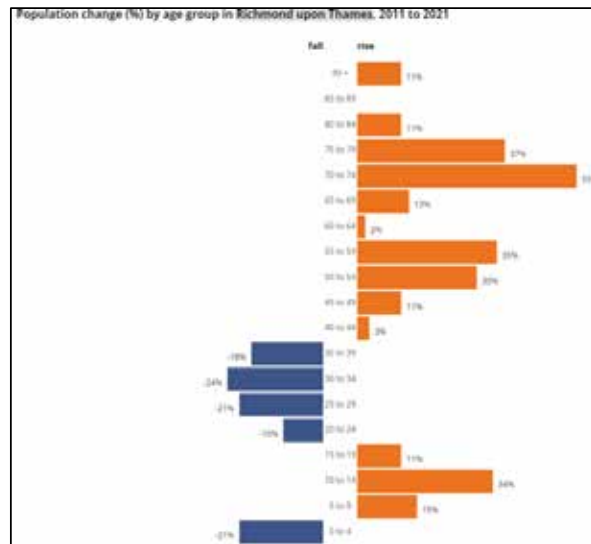
HRUC Travel2Learn Boroughs - Population Change to 2021 - ONS data:

Harrow College



2018 GLA School Place Demand Projections

Richmond Upon Thames College



Uxbridge College

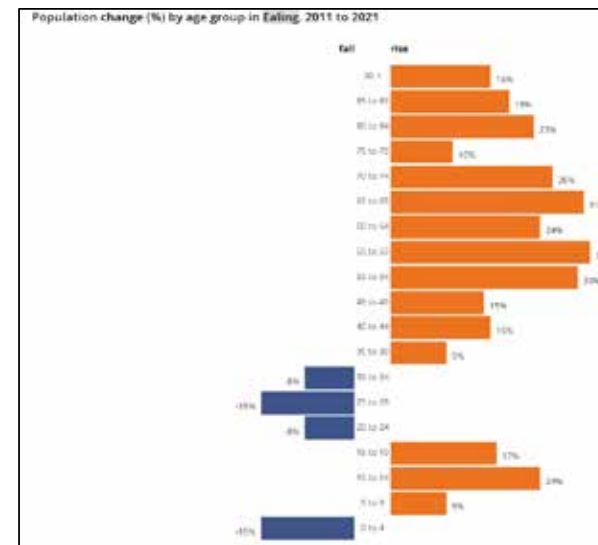
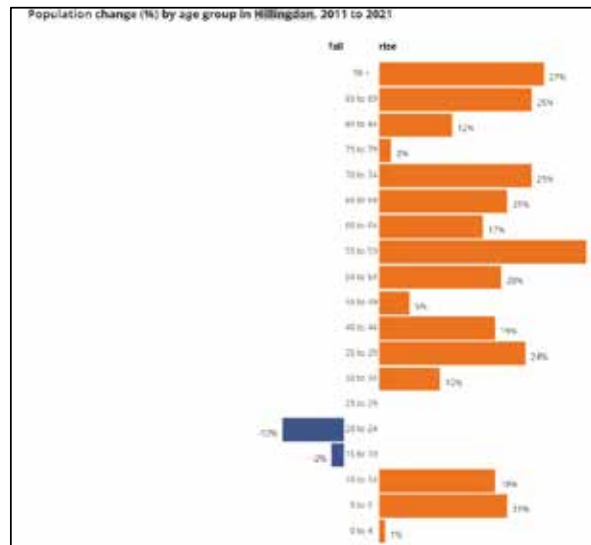


Table 2: Projected demand for state-funded secondary places 2016/17 to 2027/28 (borough)

	On roll 2016/17	Growth to 2021/22	Growth to 2027/28
City of London	50	0	-10
Barking and Dagenham	13,300	3,600	3,700
Barnet	18,230	3,160	2,800
Bexley	14,950	2,310	2,470
Brent	16,360	1,990	2,100
Bromley	16,170	2,180	1,850
Camden	7,440	700	300
Croydon	18,640	3,460	4,200
Ealing	16,210	2,730	2,880
Enfield	19,010	2,700	2,260
Greenwich	12,940	2,040	2,470
Hackney	11,360	1,160	830
Hammersmith and Fulham	5,980	1,180	1,370
Haringey	12,120	730	-10
Harrow	11,730	1,680	2,010
Havering	14,110	2,100	3,780
Hillingdon	15,760	3,150	3,390
Hounslow	13,370	2,930	3,160
Islington	7,290	920	640
Kensington and Chelsea	3,620	350	160
Kingston upon Thames	7,620	1,590	1,530
Lambeth	11,580	1,250	780
Lewisham	12,710	2,700	2,520
Merton	8,200	1,420	1,390
Newham	19,740	2,320	2,980
Redbridge	17,720	2,530	4,000
Richmond upon Thames	7,320	1,560	1,020
Southwark	12,860	1,850	1,230
Sutton	12,520	2,420	2,320
Tower Hamlets	13,640	1,740	2,070
Waltham Forest	14,070	2,190	2,410
Wandsworth	8,900	1,870	2,200
Westminster	6,740	720	420
London	402,270	63,230	65,220

GLA 2018 School Place Demand Projections

Labour Force Drivers. West London Jobs

### Further education delivered in WLA

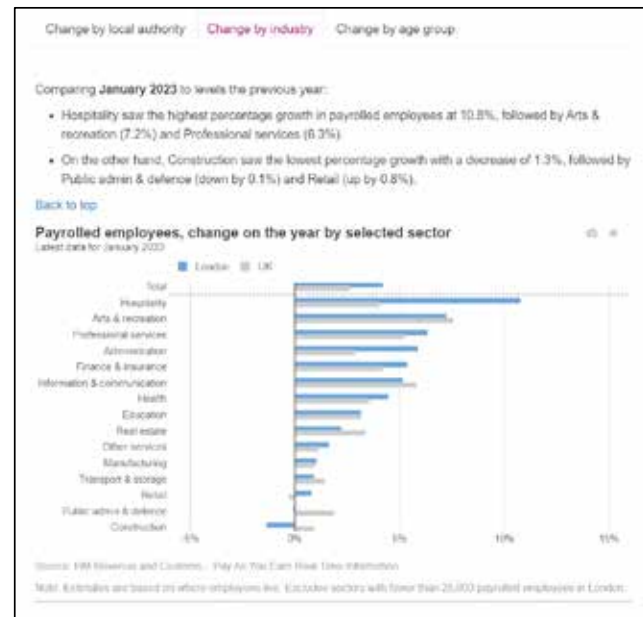
Program Code	Program	2020 Achievements FTE	2021 Achievements FTE	2022 (YTD) Achievements FTE	Annual Openings	Residual Jobs (2021)	2020 Enrollments FTE	2021 Enrollments FTE	2022 (YTD) Enrollments FTE
1.0	Health, Public Services and Care	3,280	3,328	233	19,294	201,371	7,132	7,494	8,971
2.0	Science and Mathematics	2,526	2,419	5	5,219	55,259	4,117	3,834	3,675
3.0	Agriculture, Horticulture and Animal Care	307	229	14	1,670	7,713	477	468	407
4.0	Engineering and Manufacturing Technologies	999	1,004	59	5,174	113,135	2,904	2,648	2,231
5.0	Construction, Planning and the Built Environment	1,314	1,705	126	2,636	48,248	2,513	2,681	2,140
6.0	Information and Communication Technology	1,444	1,837	12	1,257	44,733	2,443	2,894	1,658
7.0	Retail and Commercial Enterprise	1,210	1,126	44	14,066	246,123	1,974	1,769	1,289
8.0	Leisure, Travel and Tourism	1,764	1,026	66	1,948	33,432	2,655	1,419	1,050
9.0	Arts, Media and Publishing	3,822	2,670	135	3,393	62,110	4,720	3,306	2,315
10.0	History, Philosophy and Theology	298	265	4	125	1,985	491	460	336
11.0	Social Sciences	290	293	0	203	3,971	605	586	456
12.0	Languages, Literature and Culture	1,673	1,384	39	125	2,493	2,137	1,803	1,266
13.0	Education and Training	307	222	11	3,769	58,041	375	469	464
14.0	Preparation for Life and Work	8,083	8,034	421	0	0	12,013	11,852	6,908
15.0	Business, Administration and Law	2,213	2,149	82	19,879	379,896	4,719	4,596	3,226



Pan-London ONS data.

Code	Description	2021	% London Job Market	HRUC SSA Alignment
M	Professional, scientific and technical activities	735,250	14%	2
G2	Wholesale and motor repair	199,000	4%	4
E	Water supply; sewerage, waste management and remediation activities	17,750	0%	4
H	Transportation and storage	239,000	5%	4
G1	Retail	425,000	8%	7
L	Real estate activities	134,250	3%	15
D	Public administration and defence; compulsory social security	256,250	5%	15
S	Other service activities	122,250	2%	-
B	Mining and quarrying	2,250	0%	4
C	Manufacturing	111,250	2%	4
J	Information and communication	439,250	8%	6
Q	Human health and social work activities	581,750	11%	1
K	Financial and insurance activities	421,250	8%	15
D	Electricity, gas, steam and air conditioning supply	16,000	0%	5
P	Education	372,000	7%	13
F	Construction	172,000	3%	5
R	Arts, entertainment and recreation	139,500	3%	9
A	Agriculture, forestry and fishing	1,000	0%	3
N	Administrative and support service activities	511,750	10%	15
T	Activities of households as employers; undifferentiated goods- and services-p	12,250	0%	15
I	Accommodation and food service activities	383,500	7%	4
<b>Total</b>		<b>5,292,000</b>	<b>100%</b>	

London job market – GLA data on the changes in % of employment by sector and local authority



GLA/Mayor for London's Priority sectors

Future skills needs

While London's short-and medium-term economic outlook remains unclear, COVID-19, alongside wider forces such as automation, ageing and climate change, are likely to have significant implications for the employment and skill system in the coming years.

Demand for higher-level skills

Although London has one of the most qualified workforces in the country, evidence suggests that there will be an ongoing requirement for higher-level skills in the coming years. According to the Employer Skills Survey 2019, a comparatively high proportion – over two-thirds – of London employers anticipated the requirement to develop the skills of their workforce in the coming year. According to the latest Working Futures forecasts, produced prior to COVID-19, the percentage of employed people holding at least a first degree as their highest qualification was also expected to increase from 52% in 2017 to 64% in 2027.

Priority sectors

Priority sectors for the Mayor's Academies Programme have been identified as:

- Digital
- Health and social care
- Green
- Creative industries
- Hospitality

These sectors have current and long-term economic growth and job creation potential or, in the case of health and social care, are playing an important social and economic role in supporting London's recovery. For a description of the priority sectors, including sectors identified by the Department for Education, see Annex B.



# West London “LSIP Annex” themes

